Project Closeout Report

Project Name: AFIS Upgrade Project

Agency: Office of Attorney General

Business Unit/Program Area: Bureau of Criminal Investigation (BCI)

Project Sponsor: Judy Volk

Project Manager: Teri Evenson

	Measurements	
Project Objectives	Met/ Not Met	Description
Replace Equipment and upgrade technology	Met	NDAGO is able to continue current business
Increase storage capacities	Met	Storage capacity increased from 1.5 million fingerprint submissions to over 5.5 million
Create new workflows for Offender Registration, Applicant Cards, and Concealed Weapon Permit Applicant cards	Met	The following fingerprint cards: Offender Registration, Applicant Cards, and Concealed Weapon Permit Applicant cards have been automated
Increase the number of fingerprint based record checks and AFIS submissions per FTE	Met	Workstations are located on each worker's desk. Workers no longer need to schedule workstation time.

Schedule Objectives			
Met/ Not Met	Scheduled Completion Date	Actual Completion Date	Variance
Not Met	12/31/2007	6/30/2008	100% (planned 6 months and took 12 months)

Budget Objectives			
Met/ Not Met	Baseline Budget	Actual Expenditures	Variance
Met	$385,025	$394,825	2.5%

Major Scope Changes
None

Lessons Learned

Project Closeout Report

We knew this project was going to be difficult to manage because we were not the main performing state and because multiple vendors were involved. We got exactly what we hoped for, an AFIS System upgraded to handle the next 5-8 years.

We recommend the following for the next upgrade or for projects with similar challenges:

- Closely monitor the vendor's project management habits. Early in the project, we observed that problems were getting dropped. After asking a few questions we quickly realized there was no formal documentation of the problems encountered. (It was a good thing we had documentation). We recommended in a joint meeting with the vendor and the other two states that formal problem documentation be adopted.

- Communication was a key factor in managing the project. The problem was we were not the main performing state. We quickly felt the potential for non-response and delays. The vendor was so over whelmed with problems reported by three different states at the same time that new problems were not immediately triaged and managed. When the vendor implemented changes, there was no advanced warning nor were we notified after the fact. Things that worked before were suddenly broken. We felt isolated and out of touch. The solution was in communication. Even though we were not the perform state, when we met together with the other states and created a united front, the vendor was more responsive to our needs. Less time was wasted.

- Plan accordingly for the high risk involved in this type of project.

Success Story

The successes of this project are best described in the following bullets:

- **Automated processes:** The implementation of the new system has automated a number of previously manual processes. This makes us more efficient in several ways.
- **Greater Time Flexibility for Staff:** We now have software on each Technician's desktop. We previously had to schedule time in another work area and only had two workstations. Staff can now plan their days without regard to each other's schedule and all staff can process at the same time. This flexibility will also allow us to better deal with backlogs should they develop.
- **Ease of Maintenance:** Out of date technology has been replaced. Administering the new software so far has proven to be easier. Some daily tasks that previously

Project Closeout Report

had to be accomplished by IT staff can now be resolved by Technicians.

- **Timeliness:** Given workflow modifications allowing more submissions from livescan units, more fingerprints can be processed into the system in a timely fashion.
- **Increased Storage Capacity:** Storage capacity increased from 1.5 million fingerprint submissions to over 5.5 million

This project has been a success because of the dedication of the project team. The AFIS rewrite has greatly enhanced the ability to process fingerprints quickly and to make information available more quickly.